

## **Part A: General Strategies and Services for WIA Title I Adult, Dislocated Worker and Wagner-Peyser Programs**

### **Economic Analysis**

1. *Please provide a description of the regional economic conditions that have informed the service delivery strategies planned for ARRA.*
  - a. *What are the locally identified economic trends and emerging industries for job growth in the near and long term?*

While the recession arrived in Massachusetts and in Boston later than its December 2007 national appearance, it has struck a damaging economic blow to the city's economy. In-depth delineation of the impact is difficult because the events are so recent, but some indicators are easily accessible. The city's unemployment rate rose from 4.3% in March 2008 to 7.1% in March 2009 and the number of unemployed city residents surged from 13,157 to 21,750, an increase of 65%.<sup>1</sup> In the same time period, the Boston-Cambridge-Quincy, MA-NECTA Division lost 42,600 jobs, a decline of 2.5%.<sup>2</sup>

Boston and Massachusetts had been doing well economically until very recently. The city, serving as the "Hub" of the region, had undergone moderate growth from 2004 through much of 2008.<sup>3</sup> According to analysis by the Boston Redevelopment Authority's Bureau of Economic Analysis, the number of jobs in Boston increased by 23,869 (+3.6%) to 682,378 between 2006 and 2008. Strongest job gains were registered in Health Care and Social Assistance (+6,907/6.2%); Accommodation and Food Services (+3,429/7.5%); Professional Scientific and Technical Services (+3,311 (4.9%); Arts, Entertainment and Recreation (+2,220/16.9%); and Finance and Insurance (+2,122/2.7%).<sup>4</sup> The largest offsets to these gains occurred in the areas of Manufacturing (-1,607 / -13.4%) ; Information (-679 /-3.9%) and.

Four of these five areas represent four of the five private-sector foundation stones of the Boston economy. With 117,914 jobs in 2008, Health Care and Social Services represented 17.3% of the city's jobs. Finance and Insurance, with 82,037 jobs, represented 12.0%. The 76,814 Professional, Scientific and Technical Services jobs were 11.3% of the city's total employment and the 48,987 Accommodation and Food Services jobs were 7.2%. A fifth "super-sector" for Boston employment, Educational Services, employed 51,376 in 2008, representing 7.5% of the city's total employment. Taken together, employment in these 5 "super-sectors" represented over 55% of all employment in the City. Government employment, including federal, state and local government, provided work to 77,623 people, representing an 11.4% share of the city's jobs.

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<sup>1</sup> Unemployment statistics underestimate the numbers of people without work, particularly in times of recession, See U.S.DOL, Bureau of Labor Statistics, "Ranks of Discouraged Workers and Others Marginally Attached to the Labor Force Rise during Recession," in *Issues in Labor Statistics*, April 2009.

<sup>2</sup> Current Employment Statistics, Massachusetts Executive Office of Labor and Workforce Development.

<sup>3</sup> Research Division analysis by Bureau of Economic Analysis, Boston Redevelopment Authority (BRA).

<sup>4</sup> The BRA's analysis is based on Bureau of Economic Analysis Series for Suffolk County pro-rated to the City's geographic boundary. The analysis of jobs in Boston which follows is based on the BRA analysis.

As the city's jobs were growing up to the last quarter of 2008, so too, was its population. The most recent population figures on the county level, released by Census Bureau in March, showed Suffolk County's population increased by 5,138 to 732,684 between 2007 and 2008.<sup>5</sup> Boston's share of the county's population is roughly 87%, indicating its July 1, 2008 population was around 637,435. The increase in the city's population was not only due to a net increase of births over deaths, but also to a net migration increase because international migrants into the county outnumbered internal migrants who left Suffolk County to migrate to other counties.<sup>6</sup> In 2005-2006, 32.8% of the city's population was foreign-born and 8.4% had entered the country since 2000.<sup>7</sup>

Not only did Boston's overall population grow, but also by the end of 2008 the city's labor force had reached 308,025, its highest level so far in the decade. This labor force, however, represents less than half of the workers needed to fill all of the city's jobs and points to a striking aspect of the city's daytime population. More than a quarter of a million people commute to jobs in the city. In 2005-2006, only 35.1% of the people who worked in Boston lived in Boston.<sup>8</sup>

In terms of the race-ethnicity of the city's population, in the 2000 Census, 49.5% classified themselves as White, Non-Hispanic; 23.8% identified as Black, Non-Hispanic; 14.4% as Hispanic; 7.5% as Asian/Pacific Islander; 3.1% as Multi-racial; 1.4% as other single race and 0.3% as Native American.<sup>9</sup> Census data from the American Community Survey shows that the racial make-up of the City has not changed significantly. Since 2000, the proportions of Hispanic and Asian are slightly higher, while the proportion of Black, Non-Hispanic is down slightly.<sup>10</sup>

Boston continues to be a city of young adults due to the large number of students and young adults living and working in the city. One out of every three persons in Boston is between 20 and 34 years old.<sup>11</sup> By 2003, the median age of Boston's residents was 31.1, compared to 36.5 for the state as a whole.<sup>12</sup>

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<sup>5</sup> University of Massachusetts Donahue Institute Population Estimates Program, March 19, 2009.

<sup>6</sup> The countries with the 10 largest proportions of Boston's immigrants are Haiti (10.2%), the Dominican Republic (8.3%), China (7.2%), Vietnam (6.4%), El Salvador (4.2%), Jamaica (4.2%), Cape Verde (4%), Colombia (3.3%), Ireland (3.3%) and Brazil (3.1%). See, "Imagine toda la gente—immigrantes en Boston," BRA Research Division, Publication 610-1a, July 1, 2008.

<sup>7</sup> "Labor Market Developments in Boston: Massachusetts Regional Workforce Strategies Initiative," presentation by Paul Harrington, Center for Labor Market Studies, Northeastern University, Boston, December 11, 2008.

<sup>8</sup> Ibid.

<sup>9</sup> Bureau of Economic Analysis, BRA, Research Division analysis.

<sup>10</sup> Ibid.

<sup>11</sup> "The Boston Economy 2004 – Turning the Corner", Boston Redevelopment Authority, Report #599, September 2004.

<sup>12</sup> "2000 Population for the Boston Workforce Area by Age and Sex", Regional LMI Profile – Boston, 3<sup>rd</sup> Quarter 2003, Interagency Workgroup for Regional Profiles.

The educational levels of Boston's population 25 years old and over continued to climb in the period between 2000 and 2007.<sup>13</sup> The percentage of persons with a high school diploma or higher increased from 78.9% in 2000 to 83.2% in 2007. The percentage with some college or higher grew from 54.9% to 57.8%. The percentage of persons with a bachelor's degree or higher increased from 35.5% in 2000 to 40.3% in 2007. While a greater percentage of the city's residents over 25 years old had at least a high school diploma in 2007, nevertheless 16.8% still lacked a diploma.<sup>14</sup> Boston is losing as many as a third of its youth to the dropout crisis.<sup>15</sup> In 2008, more than 8,000 young adults ages 16 to 24, mostly black and Latino men, had dropped out and not earned a GED.<sup>16</sup> This is a disturbing situation in a city whose economy is the most knowledge-intensive in the state.

Until close to the end of 2008, then, trends underway in the city over the past several decades had been continuing. While there was some erosion in the final two months of 2008, until then the city's foundation industries were adding jobs. Some of these, particularly in health care, life sciences, and professional, scientific and technical services, demanded high levels of education. Others, for example in the accommodations and food services industry, demanded less academic training and were a traditional avenue used by the city's immigrants to access jobs once they had gained sufficiently high enough levels of English proficiency.<sup>17</sup>

What has happened in the first quarter of 2009 is so recent that it is best tracked by looking at the slow-down in economic development in the city and by analyzing unemployment statistics. (For the latter, see below, A-1-c).

*b. What are the anticipated emerging hiring trends for these industries?*

As of the fall of 2008, the projections for hiring in Massachusetts in the Spring of 2009 were cautious. Still, the majority of firms were anticipating no change in personnel levels.<sup>18</sup> For the Greater Boston area, the net hiring outlook among employers surveyed was negative in only four areas, construction, educational services, other services, and arts, entertainment and recreation. Even in these cases, the negative margin was slight.<sup>19</sup>

Since then, however, the downward spiral has intensified. What started as a crisis in sectors of the financial industry has led to both a virtual freeze of credit and a markedly reduced return on investment for institutions and individuals. How these factors act out on the city's economic development can be seen in the "stalling" of two major development projects. In the downtown area, the site of Filene's department store—now known as "One Franklin

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<sup>13</sup> Research Division Analysis by Bureau of Economic Analysis, BRA, based on decennial census reports, Bureau of the Census for 2000 and Bureau of the Census, American Community Survey, 2007, for 2007.

<sup>14</sup> Bureau of the Census, "American Community Survey, 2007."

<sup>15</sup> Too Big To Be Seen: The High School Dropout Crisis in Boston and America. March 2006, Boston Youth Transitions Task Force.

<sup>16</sup> Job market for dropouts tougher in Hub," April 2006. The Boston Globe.

<sup>17</sup> While this generalization is certainly true, it is not absolutely so. Haitian women, for example, have found access to employment through becoming certified nurses' assistants (CNAs).

<sup>18</sup> Massachusetts Department of Workforce Development, "Massachusetts Business Hiring Expectations for the 1<sup>st</sup> Quarter 2009," p. 1.

<sup>19</sup> Ibid., p. 10.

Street”—was put on hold in 2008 when financing for the mixed use project including residences, offices, and commercial space could not be secured. In Allston, Harvard University, which has seen its endowment revenue sink, has said at present it will complete only the foundation for its 330,000 sq. ft. Science Complex.

Nor were these two projects the only ones stopped in their tracks. In the hospitality sector, although four new hotels opened in 2008 and two additional hotels were in construction as of February 2009, seven more hotels have BRA approval, but are not yet under construction.<sup>20</sup> Among institutions of higher learning, in February 2009, there were projects under way at Simmons, Emerson, and Emmanuel Colleges, at Suffolk University and at the Massachusetts College of Pharmacy and Health Sciences. In addition to the Harvard Science Complex construction, two others had been stopped for the time being—one at Simmons and one at Suffolk.

Economic development does seem to be continuing in the health care sector. In February 2009, five hospital and medical research developments were under construction at Mass General, BU Medical Center, Boston Medical Center, the Dana Farber Cancer Institute and Tufts Dental School. Even here, however, in the city’s “premier” industry, a slowing seems underway. Children’s Hospital has yet to move ahead on the BRA-approved medical research building, nor has the Joslin Diabetes Center moved forward on a 350,000 sq.-ft. approved construction project.

How long it takes to unclog the economic development pipeline and see a return to growth in jobs, depends of course on how long the national and local recession lasts. The longer it lasts, the deeper its impact will be and the longer it will take for recovery. The quicker the appearance of steps to recovery, the more likely the city’s jobs will pick up where they left off in the fall of 2008, not just in terms of adding jobs, but also of adding the same kinds of jobs.

Warnings have emerged, however, that a quick recovery might not be the case. Alan Clayton-Matthews, associate professor and director of quantitative methods in the Public Policy Program at the University of Massachusetts Boston, points out, “To the extent that the state is more concentrated in supplying business investment and innovation, the downturn could be longer if businesses wait to see evidence of a sustained pickup in consumer demand before making investments to expand capacity or accelerate product development.”<sup>21</sup> Other local academicians have already found that “this current recession will be the worst since the Great Depression in terms of both the absolute and relative magnitude and the destruction of payroll jobs and the percentage point increase in the unemployment rate from the beginning of the recession to 16 months later.”<sup>22</sup> Similarly, information from the First District in the April 2009 Federal Reserve Board’s report on Current Economic Conditions relates: “Business activity continues to slow” in the areas of manufacturing, consulting and

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<sup>20</sup> The information on planned and under construction economic development in the city is based on analysis by the Research Division of the Bureau of Economic Analysis of the BRA.

<sup>21</sup> “Recession Grips the Bay State,” in *MassBenchmarks*, Vol. XI, Issue 1, 2009.

<sup>22</sup> Andrew Sum, et. al. “The Economic Recession of 2007-2009; A comparative Perspective on Its Duration and the Severity of Its Labor Market Impacts,” April 2009.

advertising, commercial and residential real estate.<sup>23</sup> According to the report, “several business services contacts say these are the first over-the-year sales decreases since their firms’ creation.”

- c. Please include information with regard to the general Career Center customer demographic trends (education level, work history, etc.) since the recession began, including unemployment insurance claimant trends in your region, and how these trends have influenced ARRA planning strategies.*

The demographic factors for Job Seekers in the career center OSCCAR reports from the second quarter of FY09 and the third quarter of FY08, show very little differences and give credence to the fact that at year’s end, the Boston career center job seeker customers were similar to those previously served. By the third quarter of FY09 more significant differences had emerged, particularly with respect to educational levels.

Age-wise, the changes were not very striking. 2% of Boston job seeker customers were under 18 in the third quarter report in FY08. Five percent were between 19 and 21 years old; 61% were between 22 and 45; 19% were 46-54 years old and 13% were 55 and above. By the third quarter of FY09 only minimal changes had occurred. Three percent of the customers of Boston’s career centers were under 18; 5% were between 19 and 21; 61% were between 22 and 45; 19% between 46 and 54; and 12% were 55 and above. The share of people between 22 and 45 years old is significant and contrasts with the 51% in this age category state-wide.

A comparable pattern of similarities is apparent with respect to race and ethnicity. By the end of the third quarter of FY 2008, 36% of job seeker customers were White; 41%, Black; 11%, Latino; 5%, Asian; 0.9%, were American Indian or Alaskan Natives; 0.1%, were Hawaiian or Pacific Islanders; and 6% identified themselves as of “other” race or ethnicity. Thirty-seven percent of the city’s career center customers were White by the end of the third quarter of FY09; 39%, Black; 11%, Hispanic or Latino; 6%, Asian; 1.0%, American Indian; 0.2%, Hawaiian Native or Pacific Islander; and 6%, other. The note-worthy changes that appear here are the two percentage point drop in Blacks and the one percentage point rise in Whites and Asians being seen as job seekers at career centers in the year-over-year data.

In terms of education, 11% of Boston’s job seeker customers had less than a high school credential at the end of the third quarter 2008 and 10% at a comparable time in FY09. Thirty-three percent had completed secondary school in the reports at the end of the 3<sup>rd</sup> quarter in both years. Similarly, 15% had had some post-secondary schooling. Nineteen percent had a college degree (either an associate’s or a bachelor’s) in FY08 and 22% in FY09. As of March 31, 6% of career center job seeker customers had advanced degrees in FY 08 and 7%, a year later.<sup>24</sup> By the end of the 3<sup>rd</sup> quarter of 2009, then close to 30% of job seeker customers at Boston career centers had a post-secondary degree.

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<sup>23</sup> The First Federal Reserve District has its “seat” in Boston. This report on current economic conditions of the Federal Reserve Bank is commonly referred to as “The Beige Book,” and it based on verbal reports.

<sup>24</sup> These percentage shares do not add up to 100%, because an “information not available” category exists with respect to educational attainment.

Statistics based on Boston's unemployment rate and the characteristics of the profiled claimants show even sharper differences between March 2008 and March 2009. In March 2008, Boston's unemployment rate was 4.3%; in March 2009 it was 7.1%. The labor force had shrunk from 305,363 in 2008 to 304,511 in 2009. While 13,157 people were unemployed in Boston in March of 2008, a year later 21,750 people were receiving unemployment benefits—a 65% increase.

The average weekly wage of profiled claimants had risen from \$850.67 in March 2008 to \$1,011.38 (or slightly over \$52,000 per year) in March 2009.<sup>25</sup> There was a dramatic rise in the percentage of profiled UI claimants who were white in March 2009 (54%) compared to March 2008 (47.5%). Conversely, there is a sharp drop in the percentage of black profiled UI claimants. While they represented 31.4% of profiled claimants in March 2008, in March 2009, their percentage share had fallen to 26.6%.<sup>26</sup>

There is also a very noticeable shift in the education levels of Boston's profiled UI claimants between March 2008 and March 2009. At the earlier point, 22.8% were 4-year college graduates or above. In March of this year, that percentage had risen to 35.6%.

Profiled Claimants by Industry Classification date also shows dramatic changes between March 2008 and March 2009. In the earlier year, claimants from the Professional, Scientific and Technical Services sector represented 6.8% of Boston's profiled claimants; in March 2009, 11.7%. Similarly, Finance and Insurance industry claimants represented 4.7% of those profiled in March 2008 and 7.8% of those profiled in March 2009. The Information industry supplied 2.6% of profiled claimants in 2008, while a year later in March of 2009, they represented 3.3%. While claimants from other industries had much higher percentage share of Boston's profiled claimants in March of 2009, historically their percentage share had routinely been high. For example, 13.9% of unemployment benefits recipients were from the Administrative Support and Waste Management industry classification. In February 2009, their share had been 14.1% and in March 2008, 14.6%. In terms of absolute numbers of unemployed, however, there were many more from this industry classification in 2009 than in 2008.<sup>27</sup>

The occupational classifications of Boston's profiled claimants also indicate dramatic changes between March 2008 and March 2009. Management occupations, which represented 8.5% of claimants' occupations in 2008, represented 11.8% of those claimants profiled in March 2009. Only 3.8% of March 2008 profiled claimants claimed a business and fiscal operations occupation, while a year later 5.8% of profiled claimants did. Architecture and engineering occupations were 1.1% in 2008 and 2.6% in March 2009.

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<sup>25</sup> Employment Claimant Profiles are published monthly by Massachusetts Executive Office of Labor and Workforce Development, Division of Unemployment Assistance, Economic Research Department. Profiled claimants represent roughly 50% of those receiving unemployment benefits.

<sup>26</sup> Sum, in op. cit. puts particular emphasis on the devastating impact the current recession has had on black male workers, p. 5. The fact that this is not necessarily reflected in Unemployment statistics does not make it not true.

<sup>27</sup> The same pattern applies to claimants profiled from the accommodation and food service industry and the construction industry. The percent share they represented in March 2009 was typical of their share of Boston's unemployment claimants, but their numbers were higher due to the rise in the number of unemployed.

Computer and mathematics occupations represented 2.4% of the March 2008 occupations and 3.1% of those in 2009.

These trends indicate that higher numbers and percentages of the more educated, more highly paid and white jobholders in Boston have been affected by job loss during this recession. We are in discussion with other workforce investment areas in the state who have traditionally served a higher share of customers with this demographic to learn some best practices from them that might be adapted to Boston. We have begun redesigning some of the services at our career centers to be better able to help these customers and have developed a WIA/ARRA “fact sheet” for career center staff to use with customers, particularly those who feel the Stimulus funds have created a training entitlement program. We are investigating if and how providing access to short term skills upgrades would benefit them. We will continue adjusting our responses as the situation develops.

While we are anxious to serve those fitting the “new” unemployed demographic, the major purpose of the Workforce Investment Act, under which ARRA funds are flowing, has not been modified by the current recession. Nor have the priorities of the Boston Workforce Investment Board changed. The infusion of cash provided by the Stimulus money has not changed the fact that Workforce Investment Act funds in Boston are still limited and the priorities for service established by the Boston WIB at the outset of WIA still apply.

### **Collaboration**

2. *Please describe strategies for outreach and collaboration with major regional partners, including economic development, community colleges and education agencies, business organizations, civic groups, community-based organizations, etc. to align workforce development strategies toward regional development and shared prosperity.*

The infusion of American Recovery and Reinvestment ACT (ARRA) funds will reinforce and expand existing collaborative efforts and develop strategies for connecting and aligning other stakeholders in Boston’s workforce development system.

#### **Economic Development:**

The Office of Jobs and Community Services (JCS) is the City’s workforce development agency and serves as the WIA administrator for WIA. JCS is well positioned as a division of the Boston Redevelopment Authority (BRA), the City’s economic development agency, to integrate workforce development into the planning of economic development projects on an on-going basis. The BRA’s research department produces regular reports on Boston’s economy and workforce and provided data for the response to this planning questionnaire. Within City government, there have been on-going meetings and regular communication on the ARRA to increase coordination and overall effectiveness. The City’s economic development arm has actively participated in these efforts and will continue to do so.

#### **Community Colleges and Education:**

The City of Boston has strong connections with a number of Boston’s institutions of higher education. JCS has a long-standing funding relationship with Bunker Hill Community

College (BHCC) and has supported many years of allied health training with WIA, State TANF, and local funds through the City's Neighborhood Jobs Trust. JCS recently funded a college transitions program for two years at BHCC. The program was designed to teach algebra and prepare qualified candidates for a two year Associates Degree program customized in partnership with NSTAR. JCS has also funded college transitions programs at Roxbury Community College and Benjamin Franklin Institute of Technology for multiple years. As a significant funder of SkillWorks, a public/private partnership, JCS currently supports training at Northeastern University for Emergency Medical Technicians and Paramedics. In concert with the BRA, JCS has an active relationship with Harvard University as part of a major economic development initiative and has successfully negotiated skills training for residents of Allston/Brighton as a community benefit.

For nearly ten years, Boston has collaborated with the Department of Elementary and Secondary Education (DESE) for ABE services. Within the current agreement, JCS contributes \$500,000 of Community Development Block Grant (CDBG) funds annually to supplement Boston's allotment and to coordinate and maximize resources. This collaborative effort includes joint planning and monitoring and on-going sharing of workforce development activities. The JCS partnership has been particularly valuable the last few years as DESE moved to strengthen the connection with workforce development at the State level. Recently, DESE established a state-wide task force to plan for the next five year funding cycle and selected two staff from JCS to participate. Moreover, JCS, PIC and DESE continue to lead Boston's ABE/Workforce Development Task force which was formed to strengthen the links between the primary elements of workforce development: one stop career centers, vocational skills training, and ABE.

The Boston SDA is connected to the LEA (Boston Public Schools) in multiple places and levels. JCS will continue to seek ways to collaborate with Madison Park High School, the City's vocational education institution. JCS currently funds culinary arts and facilities maintenance training at Madison Park with WIA and Neighborhood Jobs Trust dollars. Through Skillworks, an automotive technician and repair program was funded over the last five years with on-site training at Madison Park. In addition, JCS contributes financial support to BPS for their Adult Diploma Program. On the youth side, there are strong and long-standing partnerships with the Boston Public Schools through the PIC and JCS. The Boston Compact, convened by the PIC, is a school reform agreement among the Boston Public Schools, business, higher education, the Boston Teachers Union, and the Mayor. JCS manages Boston's Alternative Education system for youth which includes academic credit programs leading to traditional high school diplomas from BPS. Those credit bearing programs are jointly funded through a partnership between JCS and BPS. JCS and the PIC operate summer jobs program for thousands of youth with public and private funding as school to career opportunities.

### Business

For more than twenty years, the Boston Private Industry Council has organized and managed strong and effective workforce boards. The current WIB is strategically composed of business leaders from a cross-section of important sectors to the city and region. Dr. Gary Gottlieb, President and CEO of Partners Healthcare, serves as chair of the Board and its



Workforce Development Committee. The membership of Boston's WIB has always been stable, but any future vacancies will be filled even more carefully as the region grapples with the impact of a changing economy.

The BRA, as previously mentioned, has included JCS at the table while the details are being worked out for development in the city. Workforce development and community benefits are often part of the negotiations. In addition, the BRA has managed Backstreets, a business "retention" program since 2001. BackStreets supports small to medium sized manufacturing and commercial businesses with loans, site location, assistance navigating city government services, and assistance with workforce development. A workplace education program in Boston's Marine Industrial Park resulted from this collaborative effort and JCS is currently working with the BRA to meet the various needs of employers in Boston's Newmarket district.

#### Civic Groups/Community-based Organizations:

The Boston Workforce Board has executed MOUs or contracts with all critical partners. New collaborations have resulted from some of the articulation agreements like the one with the Boston Housing Authority which now offers scheduled employment services on-site in the community.

JCS and the BPIC have been meeting on an on-going basis with city departments, advocacy groups, community-based organizations, education and training providers, and other stakeholders to share information about ARRA. In March 2009, a public hearing was held at the Copley Square Public Library to share basic information about ARRA, some preliminary plans, and to solicit comments and feed-back from all segments of the community. Regular communication with the field has laid the foundation for more coordinated outreach as well as increased opportunities for collaboration. In the end, the intent is to ensure those most in need receive services through ARRA.

### Services

3. *Consistent with the goals of the Recovery Act, please describe what specific innovative services are planned, and how each is an innovative approach in comparison to past service delivery practices.*

Boston will use a portion of its ARRA funds to procure group services targeted to areas where we have recognized "skills gaps" and encountered capacity issues under the regular WIA allocations. One such area is in services to help English Language Learners (ELL) who have completed DOE-funded levels of ESOL to gain the additional skills they need to successfully transition to adults skills training programs or to better jobs than they have been able to access in the past. Another area is in integrated ABE/ESOL skills training. For customers lacking a high school credential "Fast Track" GED programming would help eliminate a enormous barrier to employment. Finally, there may be "sectoral" training program targeted to an "emerging" area of employment or directed to helping people transfer their skills from one industry to another. The City intends to issue a Request for Proposals within the next few weeks soliciting design proposals for services of these and other types.

4. *Please describe how the service design will ensure that ARRA funds will supplement and not supplant existing resources which are spent on workforce programs and services.*

Boston intends to maintain the commitment it has shown to providing access to quality training services since the inception of the Workforce Investment Act. Our FY09 training allocations are fully expended. The proportion of regular WIA resources committed to workforce programs will not be reduced in FY10.

5. *What specific strategies will be implemented to ensure the capacity of the area workforce system to provide services to a significantly expanded customer base?*

- a. *What additional services will be provided to accommodate an increased influx of customers?*

Based on current utilization data and information derived from initial individual customer needs assessments career centers may increase the frequency of specific offerings or develop new offerings for career center customers. For example, each center provides 1:1 resume critique services by appointment or drop in. However, recognizing that different targeted populations need different approaches to resumes, the centers are developing population specific resume critiques. Similarly, plans are in development to provide both general and population specific job clubs.

- b. *Does the strategy include hiring additional staff? If so, please describe the staff hiring plan.*

Each of Boston's three career center will hire up to three additional staff. The hiring process will be conducted according to the process used by the lead agency.

6. *What specific strategies will be implemented to ensure the capacity of the area workforce system to deliver an expanded level of services in a timely manner?*

- a. *Please explain your strategies for triaging customer needs.*

All career center customers complete membership forms and attend an orientation or a Career Center Seminar (CCS). Either embedded in the orientation/CCS or subsequent to it, customers have the opportunity to meet with individual staff for an initial assessment of employability and to develop a career action plan (CAP). The outcome of the CAP is identification of the customer's next appropriate step. As one example of how certain procedures are being adapted in response to increasing demand and the need to rapidly triage, in cases where customers are not required to attend a CCS and are interested in training, the career center may waive the general orientation expectation and have a customer attend a training information session directly. The outcome of the training information session may be for the customer to proceed to meet with an individual counselor to assess appropriateness of and eligibility for training for the customer or referral back to job search assistance.

- b. How will this include examination of the customer base to better understand work history trends? Identification of transferable skills?*

Career centers already use work history data as provided on membership forms and through other sources (customer interviews) to analyze trends. These data, combined with labor market information gathered from federal, state and local data banks along with direct contact with local businesses contribute to the identification of transferable skills and facilitate business recruitment strategies designed to align the needs and requirements of business customers with the skills, experience and abilities of the career center's job seeker customers.

- c. How will the local area ensure that the current expertise of Career Center staff is enhanced or increased related to pre-screening, assessment and referral; bearing in mind that quality referral to apprenticeship or open-shop jobs will require specific skills and experience?*

Career centers staffs will receive in-service training in all relevant domains of information delivered through existing channels (e.g., staff meetings with presentations by experts), specially scheduled training and information sessions or system-wide TA training.

- d. How will the local area ensure that the current expertise of Career Center staff is enhanced or increased to provide job placement assistance that meets the supply/demand criteria for the emerging job market?*

Staff at all Boston Career Centers has received LMI training from Commonwealth Corporation staff provided through technical assistance sessions in the fall of 2008. The Boston PIC has convened an LMI Work Group with representatives from each career center. That work group is set to hold its initial meeting in June 2009 and will meet on a quarterly basis subsequent to that. It will be the responsibility of the representatives of each career center to provide technical assistance to the staff at their centers and to identify information needs. It will be the responsibility of the work group to develop that information or to consult with appropriate resources to provide the information.

In addition to the LMI Work Group, the PIC convenes regular meetings of the business services representatives at the career centers that develop local information about the emerging job market based on real time contact with the businesses with which the centers work.

- 7. How will the determination be made with regard to which individuals will be enrolled in ARRA?*

Since FY09 training resources have been fully expended at the time of this writing, all enrollments in training for the balance of FY09 will be funded through ARRA. In FY10, we

expect to spend a portion of the city's ARRA training funds on group contracts. Enrollments into these programs would be made through ARRA. We are still discussing what methodology will be used beyond this for determining which individuals will be enrolled in ARRA.

8. *What local policies are in place to promote universal access and consistency of service throughout the local region?*

Because Boston is the site of three career centers, the area has worked hard over the years to develop the key elements of consistency in its services. A Best Practices Work Group (BPWG), composed of career center, vendor, JCS and PIC staff, was established to help facilitate the transfer from JTPA to WIA and work on commonly accepted and expected procedures. One product of this on-going working group is *The Boston Best Practices Guide*, which details the process for managing ITAs in the city. In addition to the BPWG, JCS staff convenes a Career Center Task Force (CCTF) group, which includes front-line staff from all Boston career centers with the purpose of managing the flow of ITAs. At the stakeholder level, JCS and the PIC staff continue convening the Workforce Advisory Group (WAG). This group of high-level staff includes representatives of DTA, DCS, Commonwealth Corporation, DESE, youth alternative education, adult skills training, ABE and Boston's three Career Centers. The group meets 4-5 times a year and advises on a range of workforce development issues and local policies.

### **Training**

9. *What specific strategies will be implemented to expand training opportunities, bearing in mind that a minimum of 60% of ARRA program funds must be expended on training services?*

Since the inception of the Workforce Investment Act, Boston has consistently exceeded a 60% threshold of program funds directed to training services. We will carry these practices over into the expenditure of ARRA funds. The Boston WIB has voted to set aside \$550,000 of ARRA funds for group training. In addition, ARRA funds will support approximately 136 ITAs.

10. *Based upon the economic trends identified in question #1 and the planned participant numbers listed in the charts in Attachment G, please describe any strategies the region is planning to target specific sectors and occupations for training (e.g. contracts for education and training for certain skill areas, outreach to hiring businesses, training for front line Career Center staff, etc.)*

As described above in section A-3, in Boston will use a portion of the ARRA funds for group contracts, which will be targeted to specific "gaps" in the workforce development system as it currently exists in Boston or to specific priority populations. Cognizant of the "customer choice" WIA mandate, Boston has not restricted ITAs to particular industry sectors or occupations. That having been said, career center counselors insist that customers have an understanding of labor market information in the hopes that their training choices will be

informed ones. See below, Section A-17 for a discussion of the impact large employers have on the region's job market and why outreach and development efforts are concentrated here.

11. *Will the following training strategies be utilized?*

ITA	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no
Group Training	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no
OJT	<input type="checkbox"/> yes	<input checked="" type="checkbox"/> no
Customized	<input type="checkbox"/> yes	<input checked="" type="checkbox"/> no
Skill Upgrading	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no
ABE/ESOL	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no
(in connection with occupational)		

12. *In conjunction with provisions of the Recovery Act, for FY2010, will the local area contract with institutions of higher education or other eligible training providers to provide group training?*

a. *Please describe the criteria that would guide that decision.*

Boston will issue an ARP shortly for group training, which may result in contracts with higher education or other eligible training providers.

b. *How will the local area assure that such action will not limit customer choice?*

Group contracts will supplement and will not replace the use of ITAs in Boston's ARRA spending. Only a portion of ARRA training monies will be used for group contracts. The balance of funds available for training programming will be used for ITAs.

13. *Does the local area have a written process currently in place to procure group training? Does this include changes to the current written procurement policy?*

Yes. No changes have been required to the current written procurement policy.

14. *ARRA requires that support services and needs-related payments are made available to support the employment and training needs of the priority populations. Is the local area prepared to implement:*

<i>Support Services</i>	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no
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<i>Needs Related Payments</i>	<input checked="" type="checkbox"/> yes	<input type="checkbox"/> no
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a. *If the response is "no," please describe the plan to implement these services in the future.*

Historically, because the demand for training services has been so great, Boston has limited support services payments to helping to cover transportation cost only. We will expand our current policy to include one on needs-related payments for ARRA funds only.

15. *Does the local area have a written policy in place for Support Services and Needs-Related Payments? If the answer is no, the local area must develop and submit such a policy for DCS approval by June 15, 2009.*

We will write a policy covering ARRA funds by June 15, 2009

### **Job Match, Job Development, Job Referral, Job Placement**

16. *How does the information that is utilized to determine which employers are hiring connect to/inform the work of the Career Center case managers to counsel jobseekers for actual job openings?*

Business Services Representatives continuously post positions, review job postings listed on the state system, mine job boards and other print and electronic media for postings and leads and work intensively with their high volume business customers to identify positions that align most directly with the skills and interests of the career center's talent pool. Through individual consultation, regularly scheduled staff meetings and consultation to the job search teams, BSRs and career advisors are in a continuous information loop about which employers are hiring. Career counselors refer customers to BSRs who refer candidates to business customers as appropriate. In addition to these individual services, the career centers conduct onsite recruitment events on a regular schedule.

17. *Please describe how the job match, job development, job referral and placement strategies will meet the specific supply/demand criteria for the emerging job market?*

The five leading industries in Boston have remained constant for some time. They are: healthcare and social assistance, finance and insurance, professional, scientific and technical, accommodation and food and education. While recent dislocations in the financial services industry may lead to some changes in the order of these leading industries, it seems unlikely that any of them will be significantly displaced.

In addition, Boston's economy is driven by large businesses. In March 2007, those businesses employing 100 workers or more accounted for 66% of all employees (MA: 49%). Of these, those employing 500 or more accounted for 42% (MA: 23%). Further, large companies provide the range of occupations represented by the job seeker populations at the career centers. In particular, to the extent that the recently dislocated are populated by customers with higher educational attainment than the career center's historical customer base (as indicated by demographic data beginning in the 3<sup>rd</sup> quarter of FY09), a large employer job development strategy seems to make the most sense. Many of these customers possess skill sets and have worked in occupations that are highly transferable to new

industries. Large employers have the capacity to absorb larger numbers of workers with a wider range of skill sets both within and across occupational categories. Therefore, job development, job match, job referral and placement strategies are driven by an emphasis on Boston's leading industries and larger employers. This is not to say that small businesses are ignored in this strategy. In fact, neighborhood focused job development is an important element in serving the needs of job seekers who for one reason or another have to work close to home. But the strategy that will lead to the greatest efficiencies (i.e., meeting the volume demand with only somewhat augmented staffing) involves targeting our largest industries and the largest employers within those industries.

### **Priority of Service**

18. *Please describe the local strategies that will ensure emphasis on serving public-assistance recipients, low-income and under-skilled adults, and adults who are disconnected from the workforce.*

On April 4, 2000, the Boston WIB, recognizing that "the Boston Workforce Development system has traditionally provided services to those most in need of assistance in order to become economically self-sufficient," voted to include among the indicators of priority status: an English reading and computing achievement at less than a 9<sup>th</sup> grade level; employed, but earning less than 150% of the Lower Living Standard Income Level (capped at up to 20% of available training funds in the dislocated worker category); lack of a good work history, with extensive periods of unemployment or underemployment, or of non-participation in the labor market; a history of involvement with the courts that affects employability; and other identifiable barriers to employment including a disability. Additional priorities specifically relating to dislocated workers that the Board set were for those for whom educational achievement or English language ability may affect re-employment. The priorities outlined above clearly encompass Temporary Assistance for Families with Dependent Children recipients.

19. *Have ARRA WIA Title I Adult funds allocated to the local area been determined to be limited or not limited for FY2010?*

a. *If limited, how will the local area assure the statutory priority for low-income individuals and recipients of public assistance?*

Yes. On February 3, 2000, the Boston Workforce Investment Board voted that it "finds that funds available for training under the Workforce Investment Act are limited," and that as a result, "a priority be established for low income customers, including those who are working poor."

b. *If not limited, what criteria were employed in analyzing whether or not funds were limited and describe the points identified in the analysis that led to such a determination?* N/A

20. *How will veterans' (covered persons) priority of service be assured for all federally funded employment and training services provided through the local workforce development system? The response should address how covered persons are identified at each potential point of entry for each federally funded employment and training program accessible through the local career center system.*

Service to veterans is a priority for the Boston Career Centers. All career center staff provides priority service to veterans, including priority access to all job postings.

Posters, flyers and referral information on Department of Labor Veterans Services programs are prominently displayed and available in career center public areas including the front desk and library. Information on these programs and on veterans' priority access to all Department of Labor services is included in all career center orientations and career center seminars.

All career center customers are informed of the presence of a Local Veteran's Employment Representative (LVER) and the Disabled Veteran's Opportunity Program representative (DVOP) on-site at the career centers. Veterans are encouraged to meet with these program representatives. The opportunity to work with a DVOP or LVER is complimentary to continuing to use the full range of services, with priority access, in the career center.

### **Transparency**

21. *What strategies will be employed by the local area to satisfy the "transparency" requirements of the Recovery Act?*

The ARRA plan will be posted on both the PIC and JCS Web-sites. Expenditures will be tracked separately and reported to the Boston Workforce Investment Board. We will also track performance separately and make it available, as has been our custom, to the PIC Board and its committees, to stakeholder at WAG and BPWG meetings and to career center staff at CCTF meetings. Beginning in fiscal year 2010, ARRA and WIA performance will be available on the PIC and JCS Web-sites on a quarterly basis.

## **Part B: Reemployment Services (RES) Program**

### **Service Delivery**

*All partners (WIB, Career Center Directors and staff, WIA Administrators and WIA staff, Operations Managers and state staff) need to participate in the design and implementation of the ARRA Re-Employment Service Program (RES) models. The Commonwealth expects that all Career Center customers receive at a minimum a Career Center Seminar (CCS) including a job readiness inventory and a Triage and/or Mini Assessment. However, RES UI Claimants must receive a CCS, a Triage or Mini-Assessment, development of a Career Action Plan and, at a minimum, one other service such as a referral to a high-quality employment opportunity.*



1. *How has your workforce area ensured full participation of all partners in designing your local ARRA Re-Employment Service Program (RES) models?*

A public hearing was held at the Boston Public Library on March 23, 2009, following a public comment period between March 23, and May 29, 2009. The Boston PIC and the Mayor's Office of Jobs and Community Services convenes two work groups that meet for a total of 8 times per year. The first, the Workforce Advisory Group (WAG), is comprised by local and state representatives that include all WIA partners but also include other partners who serve constituencies that use career centers and other workforce development services in the City. These include representatives of mature worker organization, homeless services and shelter providers, the Boston Housing Authority, and the Empowerment Zone, among others. A presentation on ARRA and discussion of appropriate referral and service models was held at the April 14 meeting of the WAG. The WIA Best Practices Work Group (BPWG) comprises representatives of the career centers and training providers included on the approved vendor list. The scope of work of the BPWG is to develop efficient and effective non-duplicative procedures that ensure fully informed eligible and appropriate customers are referred to the most suitable training programs to meet ARRA goals.

2. *How has CC staff been aligned by function rather than by funding stream?*

From inception the Boston One Stop Career Centers have organized service delivery by function, not funding.

### **Service Components**

#### **Career Center Seminar/ Orientation**

*The CCS is the orientation and entry point for the programs. The CCS will outline career center services as well as the claimant's responsibilities. The CCS will include all required information and a Job Search Readiness Inventory.*

3. *Describe the process that engages the claimant in the CCS and ensures they are linked to an additional service when they leave the CCS.*

All career center customers engage in a "next step" process no matter what the nature of their initial engagement activity may be. For Wagner-Peyser customers this may be a CAP session or a workshop or an individual meeting with a career center staff person for a variety of purposes, the result of which is to assist the customer in making the choice that is most appropriate as her or his next step. The CCS results in a next step which may be a CAP for those who choose to avail themselves of the opportunity to develop one.

4. *What adjustments if any have you made with regard to capacity for offering the CCS?*

The Boston One Stop Career Centers are increasing capacity in accordance with the projected demand as delineated in reports developed by the state.

5. *What is your strategy to ensure that all of the staff who present the CCS possess excellent presentation and engagement skills?*

- a. *Is training or different staff needed to effectively present this important part of the program? If yes, do you need assistance?*

Each career center will identify staff for the “CCS Facilitation Team.” These facilitators will be those whose workshop evaluations and peer assessment indicate that they are most suited to present the CCS. The PIC also plans to convene a Best Practices work group of CCS presenters which will meet on a regular basis to share expertise.

### **Triage/ Mini- Assessment**

*Triage should be conducted immediately following the CCS. The triage may be scheduled for a later appointment, if necessary; however, a concerted effort should be made to avoid a gap that exceeds five working days. The purpose of this Triage/Mini-assessment interview is to review the Job Search Readiness Inventory, schedule the claimant for needed services, determine if the claimant has viable job skills, and begin to formulate a Career Action Plan. Please Note: At triage point a customer may be deemed eligible for targeted services: i.e.: Veteran, DTA customer, TAA customer and may be immediately referred to specialized staff who will meet with the customer to develop a Career Action Plan.*

6. *What is the strategy for the Career Center to provide a CCS, including a job-readiness inventory and triage /mini-assessment, development of a Career Action Plan and at least one other service to every RES participant?*

In accordance with a process being developed by DCS, career centers will include a job-readiness inventory and triage/mini-assessment, development of a CAP and at least one other service to every RES participant.

7. *Does the local area have a **Triage/Mini Assessment** tool that will allow a quick but accurate gauge of the participant’s job search skills?*  
a. *If yes, please identify the tool(s) that will be used.*  
b. *If no, please describe your plan to identify or develop such a tool?*

Career centers use the assessment provided by the responses to the job readiness inventory and subsequent discussion to indicate each RES participant’s next most effective step in the Triage/Mini-Assessment process.

### **Career Action Plan (CAP)**

*The CAP should document skills, identify any barriers and create the framework for the customer to achieve reemployment. CAP steps should include job search skills development (e.g. workshops, training), job referral, job development and and/or job placement assistance. The Massachusetts One Stop Employment System (MOSES) has a built-in **Career Action Plan** that*

*should be utilized when establishing, in conjunction with customer, specific tasks and goals. All staff will be given access to the CAP tool within MOSES.*

8. *Describe the local service delivery design for managing the CAP process.*

One hundred percent of UI and ARRA enrolled customers will receive a Career Action Plan. This plan will be the outcome of the assessment and triage components described earlier.

9. *How will the career center ensure that staff is effectively using MOSES to record CAP?*

Management at the career centers will generate reports by staff identifier at necessary intervals, but at least monthly to ensure that staff is effectively using MOSES to record CAPs. The WIB staff will monitor these reports by career center and across the system

### **In-Depth Assessment**

*A more in-depth assessment will be necessary for some claimants, especially those with deficient or out of date skills, those lacking educational preparedness and those who lack clarity on occupational goals.*

10. *In the local area, what activities and tools will comprise “in-depth” assessment?*

Customers who complete a CAP will have access to an “in-depth” assessment. This service will consist of a comprehensive interview reviewing education, work history, skills, interests and aptitudes. The administration of interest inventories and other test batteries, as appropriate, will be augmented by the inclusion of labor market information developed to assist the customer in the identification of skills already developed that may be transferable to other industries or occupations. Other tools may be added, as the region determines what might be useful and appropriate for the job seeker and business customers with whom the career centers work. The regions will also take advantage of tools procured by the state.

11. *What process and rationale will be used to refer claimants who are permanently separated to in-depth assessment?*

If, upon production of the CAP, a permanently separated customer in consultation with career center staff determines that s/he is in need of further assessment to determine whether training or some other service would be his or her next most appropriate step to become re-employed, the customer will be offered the range of services appropriate to his or her status as an RES, universal access or targeted program and/or training services customer.

### **Career Center Group Services**

#### **Workshops**

*Many claimants will need services and skills for their job search that are best delivered in a group setting. Participation in job skills related workshops may be critical to the success of the CAP. Many job seekers have trouble finding jobs because they have a deficiency in one or more of the skills that are taught in job search skills workshops. Once a Career Center determines the*

*most critical workshops needed by every job seeker, a flow should be designed that allows the workshops to be accessed in a timely manner.*

*12. How will Career Center staff determine which workshops are most needed to support the CAP outcomes?*

The outcomes of any CAP indicate at least one “next step” that will enhance the job seeker’s goal of becoming re-employed. In some cases multiple “next steps” will be the result. In these cases, staff will assist the customer in prioritizing which workshops would be most effective and if a particular order or cluster of workshops might be more effective than another.

*13. Please describe how the scheduling and menu of workshops will accommodate high-volume?*

From a facilities utilization point of view, each career center has developed methods to monitor customer flow and make space assignment accordingly. Regarding workshop offerings – based on customer feedback through in-house evaluations and PIC conducted customer satisfaction focus groups - career centers have already developed the capacity to vary the subject matter, level, frequency and capacity for workshops during other periods of high demand and variation in demographic composition. Although this period may prove to be unique in terms of the volume of demand and variation in demographics, the centers will continue to use this core methodology to respond.

*14. What is the process to ensure that all customers will learn about training opportunities?*

Each career center offers introductory information about WIA and other training opportunities during the CCS and/or Orientation. Each career center offers a training information session weekly where more detailed information about the range of available programs, eligibility, appropriateness is provided. The list of approved training vendors is available as a download from the PIC and JCS websites.

### **Training Services**

*If during the Triage/Mini Assessment it is determined that a customer requires additional skills and or training, the customer should be referred to training.*

*15. What is the process and rationale that you will use to refer claimants in need of training to WIA or other training?*

Training information sessions are introduced as a possible “next step” during the CCS. Claimants interested in learning more about training options can discuss this during the mini-assessment/triage. If it is determined that further exploration of training options is an appropriate “next step”, the customer will be referred to the training information session to become acquainted with the range of training options available and eligibility requirements. If the customer wishes to proceed with the detailed assessment and eligibility determination

process, s/he will be scheduled to meet with a training counselor to determine need for training. This need determination includes identification of transferable skills, delineation of skills gaps, identification of potential training programs, research to determine the most appropriate program, completion of the CPS or Customer Portfolio Summary, presentation for approval and final determination to JCS. Upon approval by JCS the customer is referred to WIA or other training.

*16. How will the local area ensure RES staff is aware of the rationale and trained in the process to make appropriate referrals?*

All career center staff is trained in the rationale and process for making appropriate referrals. Staff is regularly updated on all ARRA and RES related information at weekly staff meetings. RES staffs attend these meetings.

### **Job Match, Job Development, Job Referral and Job Placement**

*Once a customer has undergone an assessment and has a Career Action Plan, the career center staff should work with the customer to match his/her skills with jobs.*

*17. Please describe how effective job referral and job development services will be provided to increased numbers of claimants?*

BSRs regularly monitor job postings, identify positions that align with the skills, abilities and interests of the career center's talent pool as identified from membership information and regular and ongoing information exchanges with career counselors/advisors. With an increase in staff provided by ARRA funds, the career centers will increase the number of onsite recruitment activities and will continue to recruit businesses that have positions that match the career center's talent pool. Job seekers will be encouraged to participate in job fairs at the centers and staff at the centers will continue to provide information on job fair activity, both generic and for targeted professions, in the greater Boston labor market. Industry briefings will be conducted with a focus on in demand sectors as determined by labor market information and the interests of job seekers using the career centers. The career centers are also developing labor market information workshops for job seeker customers.

*18. Describe how the job development and/or business service units will support this model?*

BSRs serve as leads in the development and delivery of all labor exchange services that have the goals of providing the best match between the job seeker's goal of finding a job that matches her or his immediate and long term work and career goals and providing business customers with a qualified and motivated workforce. The BSRs support the model through a variety of methods and services ranging from "cold calls" to identify job openings among local businesses and the development of new business customers to regular interaction with continuing and repeat business customers to the organization of job fairs, onsite recruitment and industry briefings. In addition, the BSRs are responsible for maintaining regular and ongoing contact with those career center staff members working most directly with job

seekers. These include the career counselors and advisors who work individually with targeted populations. However, recognizing that “real time” labor market information has many sources, including information gleaned from sources in neighborhoods and among other informal networks and also recognizing that many career center staff have regular and ongoing contact with job seeker customers and are responsible for needs identification and triage on an ongoing basis, BSRs are also in regular and ongoing contact with front desk staff, library staff, workshop facilitators and any other staff who have any form of contact with job seeker customers.

The PIC also convenes a semi-monthly meeting of the BSRs. This work group, the Boston Business & Employer Services Team, or BBEST, shares best practices regarding program development and delivery that best serves the needs of business and job seeker customers. In this capacity it is responsible for the Industry Briefings delivered in Boston nine times a year, collaborates on the design and delivery of Mass Career Day activities, reviews and makes improvements to the Online Job Application workshop it developed in 2007 and will interface with the LMI Work Group to ensure that high quality labor market information is shared among all staff and provided to job seekers and business customers.

### **Ongoing Customer Contact**

*We all recognize that continued, ongoing contact with customers during job search and training services through job placement is vital to their success. Career Centers will use the Massachusetts One Stop Employment System to record services and ongoing contact provided to customers. Instructions with regard to tracking and reporting will be issued under a separate cover.*

*19. Please describe the process that will be used to ensure ongoing RES customer contact.*

With increased funding provided through ARRA the additional staff at the career centers will maintain appropriate follow up contact with RES customers.

### **Reporting**

*ARRA requires transparency and accountability; therefore it is imperative to track the successful outcomes of the services provided to our Career Center customers. The Massachusetts One Stop Employment System (MOSES) will be the database utilized to track all services to CC customers.*

*20. Describe your process to monitor timely recording and tracking of services to customers.*

MOSES data will be used by managers at the local career center level to monitor timely recording and tracking of services to customers. The WIB will request reports on a quarterly basis from the career center directors to ensure timely reporting.

## **Part C: Youth Program**

**Section A:** please provide one or two paragraphs of narrative response to each question.

<b>A. PROGRAM PERIODS</b>	
1) Briefly summarize local plans to implement programming between February 17, 2009 and June 30, 2011. Use the different time frames listed below to guide your response. In addition, approximate the local area's spending rate in percentage in each timeframe. (Attach a Board approved plan of action, with timelines, for spending the ARRA funding between if available). Please include information on planned enrollments, as listed in Attachment G, Chart 4, as you respond to these questions.	
<b>February – April 2009</b>	Preparation for the summer jobs program for the summer of 2009. Public hearing on overall Stimulus spending, RFQ for summer jobs. 1% of grant.
<b>May to Sept 2009</b>	Outreach, recruitment, and summer jobs programming. 60% of grant.
<b>Oct 2009 to April 2010</b>	School year jobs programming. 16% of grant.
<b>May to Sept 2010</b>	Summer jobs programming. 21% of grant.
<b>Oct 2010 to June 2011</b>	Data completion and reporting. 2% of grant.
2). Describe how the local area will balance the need to spend money quickly to stimulate the economy with the need to provide quality programming to youth served with ARRA/WIA funding?	
<b>Please Describe</b>	Boston will spend the money quickly by using a streamlined procurement process with an RFQ. The results should give experienced summer jobs contractors who will not only succeed in offering quality services but do so in a short timeframe.

**Section B:** please check “yes” or “no” to the question. In the box below the question, provide up to one paragraph of narrative response to each question. Responders should review Training and Guidance Letter 14-08 sections 16C: “Workplace Guidelines” and 19A: “Waivers to Support Youth Services under the Recovery Act”.

<b>B. WAGES/STIPENDS</b>		<b>Yes</b>	<b>No</b>
1). Will the wages being paid to ARRA/WIA Title I Summer Youth customers meet the Massachusetts minimum wage requirements (TEGL 14-08 Section 16C)? If no describe your policy regarding wages.		X	
<b>Please Describe</b>			
2). Will any ARRA/WIA Title I Summer Program Youth customers receive wages or stipends for the classroom portion of their summer employment? If yes, please describe the board approved policy regarding wages/stipends for classroom portions of the summer employment (TEGL 14-08 Section 16C).			X
<b>Please Describe</b>			

<b>B. WAGES/STIPENDS</b>		<b>Yes</b>	<b>No</b>
3). Will the local area provide Supportive Services to participants during the summer program? If yes, please describe the board approved policy regarding supportive services.			X
<b>Please Describe</b>			
4). Will the local area use the Work Opportunity Tax Credit (WOTC) as an incentive to employers to hire disconnected youth ages 16-24? If yes, please describe the anticipated process.			X
<b>Please Describe</b>			
5). The Secretary of Labor and Workforce Development has placed a wage cap at \$12 per hour for Title I WIA youth program participants being served with ARRA funds. Will the local area's wage exceed this standard? (If yes describe your policy regarding wages.)			X
<b>Please Describe</b>			

**Sections C, D & E:** please provide one or two paragraphs of narrative response to the question in the box below each question. Feel free to add up to several more paragraphs as needed. Responders should review Training and Guidance Letter 14-08 sections 16 C: “Program Administration” & 16 E: “Program Design Considerations” in conjunction with responses to this section.

<b>C. WORKSITE/EMPLOYER SELECTION</b>	
1). What will the local area do to ensure that participating worksites offer meaningful work experiences for customers that match career interests and aptitudes that are developmentally appropriate and introduce and reinforce the rigors, demands, rewards, and sanctions associated with holding a job (TEGL 14-08 section 16E)?	
<b>Please Describe</b>	Each program will assess each individual youth who will work to determine interests and aptitudes and match each youth to the most appropriate worksite. Worksite supervisor training will also be given to be sure the appropriate balance is used between rigor and understanding.
2). Describe how the local area will recruit employers that are committed to helping participants receive the experience and training that is required to meet the work readiness goals set for summer employment participants (TEGL 14-08 Section 16E)?	
<b>Please Describe</b>	Many of the approximately 300 worksites in Boston have been worksites for several years. The worksites give work readiness training as part of the summer job experience. This has been a part the experience over the decades.
3). What actions will the local area take to ensure that work experience arrangements do not unfavorably impact current employees, do not impair existing contracts for services or collective bargaining agreements and the fair selection process for worksites (TEGL 14-08 Section 16E)?	
<b>Please Describe</b>	The worksites are local non-profit agencies where these issues are not a factor.
4). What is the local area's plan to focus services on the neediest youth, including youth at risk of dropping out, youth in and aging out of foster care, youth offenders and those at risk of court	



### C. WORKSITE/EMPLOYER SELECTION

involvement, homeless and runaway youth, youth of incarcerated parents, migrant youth, Indian and Native American youth, and youth with disabilities (TEGL 14-08 Section 16E), see also section G?

<b>Please Describe</b>	The outreach being done with agencies who work with youth year-round is being done to target these youth. Also, the barriers needed for eligibility ensure that the neediest youth will participate.
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5). What is the local area's plan to provide age appropriate work experiences for the various youth cohorts including younger youth (ages 14 – 18) Older Youth (ages 19 – 21) and Young Adults (ages 22 – 24) (TEGL 14-08 section 16E)?

<b>Please Describe</b>	The worksite agencies have many levels of jobs available and therefore have graduated levels of experiences for the youth. For example, younger youth could do maintenance work, or serve as a day camp assistant counselor, under close supervision. Older youth could be doing similar activities, but with more independence. Another example would be serving as a receptionist in a community center. Young adults could possibly be supervisors for younger youths, such as for a maintenance crew or as a counselor at a day camp.
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### D. FRAMEWORK SERVICES

1). Please describe the local area processes and organizational responsibility for determining eligibility including use of the 5% window.

<b>Please Describe</b>	Each summer jobs contractor will submit an eligibility packet for each youth to Jobs and Community Services (JCS), the fiscal agent for the grant, to determine eligibility for each youth. The responsibility for the use of the 5% window also rests with JCS.
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2). What tool(s) will the local area consider appropriate for the objective assessment and flexibility for documenting the individual service strategy of youth served with ARRA/WIA funds during the summer months. (TEGL 14-08 section 16E)?

<b>Please Describe</b>	Tools will vary from contractor to contractor. The information on the application will help determine the individual placement, and the Massachusetts Work-Based Learning Plan will be the assessment tool for work readiness.
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3). How will the assessment tools described in question 2 assist in determining which of the program design elements will be part of the summer program (refer to Part F of this plan for list of program design options)? The Massachusetts Work-Based Learning Plan will be used to assess each participant at the beginning, mid-point and end of their program participation, and copies will be available for review.

### E. ADMINISTRATIVE READINESS

1). What staffing plan is in place in order to implement the ARRA/WIA between February 17, 2009 and June 30, 2011? Please describe and enumerate the positions at the LWIB, Framework Service Provider and Vendors including those necessary to determine eligibility for a larger number of youth. In addition describe any training that is planned for new staff.

<b>Please Describe</b>	At the fiscal agent, Jobs and Community Services, there are three program staff, two planning staff, agency director, and support staff for fiscal and MIS issues who
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E. ADMINISTRATIVE READINESS	
	are working on implementing ARRA/WIA. Four new staff are being hired and trained by JCS to assist with eligibility and monitoring. In addition, an experienced WIA contractor, Action for Boston Community Development, will assist in eligibility determination.
2). What plans are in place to ensure the local area will be able to spend at least 30% of funding on out of school youth as required by WIA (TEGL 14-08 section 6 C)?	
<b>Please Describe</b>	During the summer of 2009 out of school youth numbers will be monitored and if necessary, programming in the upcoming school year and the summer of 2010 will be targeted entirely to out of school youth.
3). What are the plans for monitoring (fiscal and program) the ARRA/WIA project through June 2011? Please describe specifically monitoring plans during the summer (TEGL 14-08 Section 9). Attach a fiscal and program monitoring schedule with timelines.	
<b>Please Describe</b>	Summer program monitors have been hired to visit worksites throughout the summer of 2009 along with permanent JCS staff. Worksite visits will begin during the first week of July and continue through the third week of August. The fiscal monitoring schedule has yet to be determined.
4). Will the local area have the capacity to operate the ARRA/WIA program and the regular WIA program concurrently and will there be any foreseeable problems spending the funds before June 2011?	
<b>Please Describe</b>	Boston will be able to operate both grants concurrently and will be able to spend the funds before June, 2011.
5). Massachusetts has requested specific waivers from USDoL which have not yet been approved in time for this plan. Which of these does the local area anticipate implementing for the ARRA/WIA program (ITA's for youth, framework/Follow up non-procurement, ARRA procurement flexibility, use of the work readiness for indicator for 18 - 24 after the summer only)? (if none enter N/A).	
<b>Please Describe</b>	N/A

**Section F:** please check all of the boxes that describe your program design. In addition, in the boxes at the bottom of the lists please provide a one paragraph description for each type selected. Feel free to add up to several more paragraphs if needed. Responders should review TEGL 14-08 sections 16 E: "Program Design Considerations".

F. PROGRAM DESIGN	Check here if Yes
1). Please indicate by check mark the type of program model that will be incorporated into the local ARRA youth program.	
Incorporating green work experiences	X
Connections to registered apprenticeship	
Integration of work-based and classroom-based learning activities	
Academic and occupational linkages	X
Continued services supporting older/out-of-school youth during non-summer months	X

Pre-apprenticeship models		
Group Training/Group Worksites		<b>X</b>
<b>Please Describe</b>	There will be approximately 250 worksites offering a wide range of age appropriate activities. The common denominator will be the assessment tool.	
2). Please indicate which of the 10 program elements will be provided as part of the summer jobs program?		
Tutoring, Study Skills Drop Out Prevention		
Alternative Secondary Education		
Summer Employment		<b>X</b>
Work Experience		
Occupational Skills		
Leadership Development		<b>X</b>
Supportive Services		
Adult Mentoring		
Comprehensive Guidance and Counseling		<b>X</b>
Follow Up Services		
<b>Please Describe</b>	All youth will, by their participation in the program, participate in summer employment. All youth will receive guidance and counseling from worksite supervisor staff and contractor staff as well.	
3). How will the local area determine if and when 12 month follow-up will be required for youth being served with the ARRA funds during the summer period(s) of May 1 through September 30, (TEGL 18-08 section 16E)?		
<b>Please Describe</b>	At this time, no follow-up is planned. If a youth needs further assistance, they will be enrolled in the WIA Youth grant for services.	
4). What will the local area do to prioritize veterans or their spouses who are eligible for the ARRA/WIA Title I youth services (TEGL 14-08 section 16C)?		
<b>Please Describe</b>	JCS will work with the agencies in Boston who target veterans for services to ensure they are include in the recruitment for the grant.	
5). How will the local area ensure there are opportunities for those older and out of school youth that are not returning to school after September 2009 to reconnect into academic or occupational or other training opportunities (TEGL 14-08 section 16E)? It is anticipated that most, if not all, of the grant after the summer of 2009 will be targeted to older out of school youth.		

**Section G:** please indicate the planned number of enrollments of youth who are referred by Massachusetts youth serving agencies. In addition, in the box at the bottom of the list please provide up to one paragraph of narrative description for each agency indicated. Feel free to add up to several more paragraphs if needed. Responders should review TEGL 14-08 sections 6 “Key Recovery Act Provisions” and 16 E “Program Design Considerations” and reference any association with Pathways to Success by 21 (P21) if applicable.

G. CONNECTIONS TO STATE YOUTH SERVING AGENCIES	Planned Enrollments
Department of Children and Families	20

Department of Mental Health	10
Department of Transitional Assistance	30
Department of Youth Services	100
Massachusetts Rehabilitation Commission	10
Massachusetts Juvenile or Family Court	10
<b>Please Describe</b>	Boston has a long history of collaboration with state youth serving agencies. We have conducted stepped-up outreach to our state partners throughout the spring.

**Section H:** please check all of the boxes that indicate what work readiness goals will be used for the summer employment program. In addition, in the boxes at the bottom of the lists please provide a one paragraph description for each type selected. Feel free to add up to several more paragraphs if needed. Responders should review TEGL 17-05 attachment B “Work Readiness Skill Goal” definition, in conjunction with responses to this section.

H. WORK READINESS INDICATOR			
Skill Group	Documentation Source	Specific Work Readiness Goals	Check here if Yes
Career Readiness Skills	Local Decision	World of work awareness	
		Labor Market knowledge	
		Occupational Information	
		Values Clarification	
		Career Planning	
		Job Search Techniques	X
Work Ethic and Professionalism	Mass Work Based Learning Plan	Daily Living Skills	X
		Attendance and Punctuality	X
		Workplace Appearance	X
		Accepting Direction/Criticism	X
		Motivation and Taking Initiative	X
		Workplace culture, policy & safety	X
Communication & Interpersonal Skills	Mass Work Based Learning Plan	Speaking	X
		Listening	X
		Interacting with Co-Workers	X
		Speaking	X
Other	Other	Other	X
Other	Other	Other	
Other	Other	Other	
<b>Please Describe</b>	Boston will use the Mass Work Based Learning Plan for its Work Readiness assessment and indicator. Each of the many worksites will decide which of the items in the plan are appropriate for their worker and job.		
1). What pre-employment workshops or work readiness curriculum will be instituted to provide youth a baseline for entering worksites and achieving the work readiness outcome? Please consider career center seminars, vendor curriculums, or work experiences models.			

H. WORK READINESS INDICATOR			
<u>Skill Group</u>		<u>Documentation Source</u>	<u>Specific Work Readiness Goals</u>
<b>Please Describe</b>	Each of the 5 service providers will use their own workshops and curriculums in working with participants. The types used will vary not only by provider, but also by worksite location, age of participant, and by whatever information was contained in the participant's application. Information on each provider and their activities will be available for review.		
			<b>Check here if Yes</b>

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